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PROGRAM ANALYSIS - DD/P

1. Based on policy guidance (NSC, OCB, DCI) requirements for collection of intelligence, requirements for covert operations, operational intelligence, and experience maintained on a continuing basis, the following documents are prepared annually in DD/P:

Refers to Action

27 months ahead

a. The General Plan lists tentatively the operational objectives and requirements which can be undertaken as capability permits;

21 months ahead

b. A Preliminary Estimate to this plan amplifies for each country the details of operating conditions, objectives and tasks to be undertaken, and estimates of funds, personnel, and other support which will be necessary.

18 months ahead

c. A character and level paper summarizing these Country Estimates is presented through PRC to DCI for approval as guidance in programming action for the year in question. Tentative objectives are thus authorized for detailed programming, and initial support ceilings are set up.

6 months ahead

d. Within the character and level approval of DCI, Country Programs are prepared which outline specifically the objectives, tasks, and operational apparatus for the fiscal year. These programs are presented to the Project Review Committee and subsequently approved by the DCI.

e. Projects are the control units to which firmly-programmed operational objectives are assigned for performance and to which funds and other resources are allotted and against which accountability is maintained. New and continuing projects are presented to PRC in accordance with CIA Regulations

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f. Based on the approved Country Program, a Related Mission Directive is constructed and forwarded to the Chief of Station and becomes his directive for the execution of objectives established throughout the above documents. The RMD is integrated to cover all Clandestine Services activity and provides guide lines for present action and future planning. It is not a substitute for flow of operational communications but is a framework to which daily project business and accomplishment can be related to an objective.

2. Considerable program analysis occurs during the preparation and staff review of the Preliminary Estimates, the Character and Level paper, the Country Programs and the Related Mission Directives. Within each country the progress on such functions as collection of intelligence, counter-intelligence measures, propaganda efforts, [redacted] paramilitary activities, preparation for war, etc., is separately assessed and evaluated for the past year and provides the basis for charting a future course. Program analysis actually takes place at each stage of the planning cycle, and at two stages (the Character and Level paper and the Country Programs) the Agency Project Review Committee receives a product upon which they may conduct such additional analysis as they feel is necessary.

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3. The final and continuing process in the planning cycle is the reporting system which incorporates contributions from these components:

- a. Operational reports prepared by the project case officer in the field;
- b. An annual report by the Chief of each Field Station on progress made against the objectives in his Related Mission Directive;
- c. Monthly Project Reports prepared by the Headquarters case officer in the Area Division; and
- d. Special evaluation and assessment reports prepared by Senior Staffs.

The reporting system is designed to produce evaluation in terms of, and measured against, specific requirements and operational objectives and tasks which have been built into the entire planning process. [redacted] submission of semi-annual evaluation and assessment reports from Senior Staffs for inclusion in an Agency report to the President's Board of Consultants on Foreign Intelligence Activities.

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### PROGRAM ANALYSIS - DD/I

1. Although no formal machinery for program analysis in the broadest sense of the word exists within DD/I, there are several points at which this type of scrutiny takes place.
2. Major effort in program analysis takes place during the budget cycle. Each office in preparing its preliminary budget and subsequent office and operating budgets carefully reviews its projects and programs in the light of past experience. These budgets are then reviewed and approved by the DD/I in whose office the same type of consideration takes place. Thus the value or worth of the program in relation to the money to be expended for it receives careful study by both the operating official and the DD/I at least three times annually.
3. Specific external projects which constitute a part of a given activity are scrutinized even more closely. Not only are these projects considered in the budget cycle described above but new and renewed projects are submitted to the DD/I for specific approval at the time of their activation. Those in excess of \$25,000 are forwarded to PAC with the necessary justification.
4. As an example of the sort of analysis that takes place, OSI reviews annually all internal and external programs in light of current scientific intelligence objectives as represented by the OSI Long-Range Program Intelligence Research Plan. It also conducts a review of specific projects at six-month intervals from the date of initiation to assess the intelligence progress which has been made and to determine the desirability of further effort. Furthermore, OSI obtains guidance in formulating, extending and revising research programs by continuing attention to consumer reactions to projects completed within the programs. By the detailed analysis of research time expended on individual projects a measure is obtained of the capabilities to fulfill the research requirements embodied in future programming.
5. In the belief that there is a need for a strengthened program analysis effort at the Agency level, the DD/I has concurred in a proposed regulation which would bring all his operating budgets before the PAC.

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